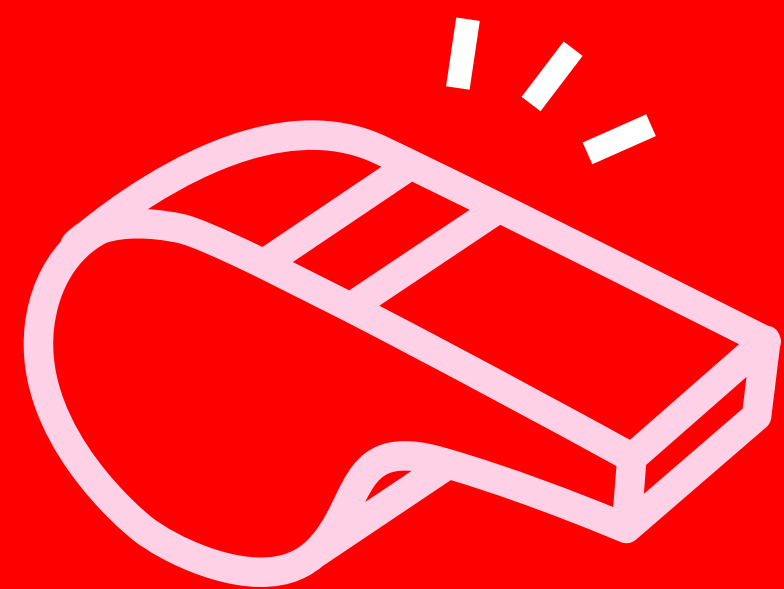




Digital that makes good things happen

Half Time Team Talk

about our
sustainability
goals



2017 performance

virginmedia.com/sustainability





2017 IN REVIEW

We're halfway to our 2020 goals, time to take stock, review our performance, talk tactics, and go again...

While the words “sustainability” and “corporate responsibility” might feel like corporate jargon to lots of people, the idea that businesses can and should stand for more than making a profit for their shareholders became genuinely mainstream in 2017. Driven largely by legislation – Gender Pay Gap Reporting and The Modern Slavery Act – and public interest around plastics and ocean pollution; social and environmental issues have never been higher on the public agenda.

In 2015 we moved from 27 yearly targets to setting five long term goals. In 2017 we're half-way through our ambitious five year sustainability strategy – our 5 in 5 plan.

Our “Half Time Team Talk” is an opportunity to come together with our people to look at what's gone well and where we need to do better. We're talking tactics and making a plan to get us over the line to achieve our 2020 goals.

We're well on our way to meeting our five goals. We're particularly proud of our work with Scope. In 2017, we strengthened our partnership to drive even greater change for disabled people in the UK, focusing on closing the disability employment gap and supporting 1 million disabled people to get into and stay in work by the end of 2020. We brought our partnership to life for our customers through the donation of our Southampton FC shirt sponsorship to Scope, generating over 180 pieces of news coverage and improving Scope's brand awareness by 6%. And internally, we kicked off our own Disability Action Plan to ensure that when it

comes to building a more inclusive workplace, we step up and lead as an employer.

Alongside our 5 in 5 plan, we're doing more than ever to mobilise our people to respond to catastrophic events around the world. From Hurricane Irma, to the Manchester Arena bombing and the Grenfell Tower fire, we're proud that our employees are so passionate about coming together to support the communities we serve.

We've made this happen despite operating in a fairly challenging business environment. 2017 was, at times, a difficult year for Virgin Media, set backs in our new build programme and service issues on our Compass set top boxes identified in 2016 were addressed and solved in 2017, alongside network performance issues for some broadband customers that hampered our performance. As the year came to a close, we were serving almost 6 million cable customers and 3 million mobile customers across the UK and Ireland – transforming into a scale business and benefiting from significant investment from our parent company Liberty Global, which helped us to grow.

With the support of the leadership team behind each of our five goals, we're committed to our sustainability vision of using digital technology to make good things happen. As we get back in the game for the second half of our 5 in 5 plan, we have key priorities: doing even more to build an inclusive workplace, engaging all of our employees in sustainability as a key part of our brand purpose, continuing to deliver on our 5 in 5 plan and finding new and exciting ways to share our story with the world.

This Half Time Team Talk is for everyone, so we'd love to hear what you think.

Email us at sustainability@virginmedia.co.uk.

THE GAME PLAN

Our 5 in 5 plan explained

To grow our business in a way that’s good for people, communities and the environment, we’re harnessing the positive power of digital technology to make good things happen inside and outside our business.

Beyond making sure we meet laws and regulations, we know that there are two areas we need to focus on. The first is growing responsibly and sustainably – managing the environmental and social impacts of our business on our customers, communities and the environment. The second is Doing more good with digital – using our business, brand and people to create positive change for our customers and the communities we serve.

We are focusing our efforts where we can make a bigger impact. We know that achieving our vision isn’t going to happen overnight. That’s why, back in 2015, to keep us focused and challenge ourselves, we set five big long term goals (2015 – 2020). We call this our '5 in 5' plan.



KEY PLAYS

Focusing on the social and environmental issues that matter most

Every two years, we undertake a materiality assessment to identify and prioritise the sustainability issues that matter most to our stakeholders. This process involves talking to our people, customers, the public and top 'sustainability-thinkers' to understand what they believe we should focus on.

Managed by OUR 5 IN 5 PLAN



Transforming lives:
Enabling access to digital infrastructure for disadvantaged groups of people



Boosting business:
Supporting the responsible growth of the digital economy



More inclusive:
Recruiting a diverse workforce, promoting an inclusive workplace



Better products:
Improving the environmental and social impacts of customer products



Lower impact:
Reducing waste and mitigating long term impacts of climate change on the business

Our 5 in 5 plan is focused on the issues where we can make the biggest impact. Each goal is sponsored by a member of our Executive Committee. Directors are accountable for making it happen day to day and supported by the Sustainability team to set the strategy, develop targets and implement plans.

Managed by LIBERTY GLOBAL

- Electronic waste reduction
- Improving energy efficiency through digital technology
- Reducing carbon emissions
- Protecting children while online and watching TV
- Digital inclusion and education

Virgin Media's Sustainability team work closely with the team at Liberty Global (our parent company), on issues that either require action across the Group or are led by Liberty Global teams, where there are no UK specific counterparts.

Managed by OUR BUSINESS FUNCTIONS

- Responsible supply chain
- Supporting transition to low carbon economy through digital innovation
- Ensuring accessibility of products, services and communications
- Greenhouse gas emissions
- Supporting principles of open internet
- Responsible marketing

These issues are led by functional teams across Virgin Media, who are supported by the Virgin Media Sustainability team to ensure they are managed appropriately, and that our plans are ambitious and based on UK best practice.

TEAM TACTICS

We're halfway through our 5 in 5 plan. We've achieved some great things and we're well on our way to meeting our goals – but there's some big ideas we still need to make happen.

LOOKING BACK: 2015 – 2017

TRANSFORMING LIVES:

- Funded an assistive digital technology (AT) team – delivered a number of workshops giving professionals, who work with disabled people, the opportunity to learn more about how AT can enable disabled people to live more independent lives
- Shirt swap at Southampton FC – swapped the Virgin Media logo with Scope's logo for the biggest game of the season to raise awareness of everyday equality for disabled people
- Work With Me – launched a new focus on disability employment with a big goal to support 1 million disabled people to get into and stay in work by the end of 2020

BOOSTING BUSINESS:

- Launched Voom Fibre – a 350mbps broadband package to help small and medium size businesses to grow, currently the fastest available on the market
- Voom tour – The Voom Bus brought business experts, previous competition winners and fellow entrepreneurs to communities around the country, providing expert advice, networking and opportunities to enter regional Voom Pitch competitions while raising the profile of their business

MORE INCLUSIVE:

- 66% increase in female apprenticeship enrolments
- Launched a targeted campaign to recruit women into field roles
- Kicked off a disability action plan and communicated a line manager guide to over 1,800 line managers

BETTER PRODUCTS:

- Launched the first results for our latest broadband product, the Hub 3.0 – it's 15% more energy efficient during use than our old hub, and avoids 173 tonnes of plastics, metals and electronics
- Launched the results for our Virgin TV V6 box – which uses 21% less material than our old TiVo box and has already saved enough energy to power over 7,000 UK homes

LOWER IMPACT:

- Launched new driver monitoring software that will deliver a reduction of 1 million litres of fuel a year
- Reduced paper use for the fourth year running – 38% less than 2016
- We're 8% below our 2014 carbon baseline (scope 1 & 2) – a reduction of 18,000 tonnes of CO₂e
- In Ireland we rolled out new cooling systems in our data centres and introduced more efficient power by switching equipment that reduces power loads by 15%

LOOKING FORWARD: 2018 – 2020*

TRANSFORMING LIVES:

- Launching a national digital employment service to give 1 million disabled people advice, skills and confidence to get a job or stay in work by the end of 2020

BOOSTING BUSINESS:

- Continuing to grow and develop the Voom Community – helping small businesses to unleash their potential through our digital technology and by extending the Voom Tour to offer both physical and digital events and activities

MORE INCLUSIVE:

- Building on our programmes and pilots to attract and retain female and disabled talent

BETTER PRODUCTS:


















- Using our product scorecard to influence the design and development of our future products

LOWER IMPACT:

- Driving towards zero waste to landfill in our offices, along with delivering a plan to reduce single use plastic waste across our business

* Our Transforming Lives Goal will finish at the end of 2020. All other goals will finish at the end of 2019.



LATEST SCORES		Key How we did	 Currently off track to achieve target by 2020 or greater than 5% away from target in 2017	 On track to achieve target by 2020 or within 5% of target in 2017	 Achieved target in 2017
Our 2020 goal	2017 target	2017 analysis		Half time score	
 Transforming lives Transform the lives of disadvantaged people through digital technology	Inspire Independence – provide 1,500 disabled people and their families with access to assistive tehcnology between July 2015 and July 2017	Supported 1,117 disabled people and their families in 2017, 26% below target due to a delay in recruiting the specialist Assistive Technology team at Scope.			
	Connect families – support 250 families through digitally connecting parents of disabled children between July 2015 and July 2017	We provided 120 families with online emotional support, we missed the target because of low demand for this method of support.			
	Launch new partnership focus with Scope to transform the lives of disabled people through digital technology before the end of 2017	In September 2017, we launched Work With Me, a new focused call to action to tackle disability employment.			
 Boosting business Create the opportunities for 100,000 small businesses to grow through digital technology	Continue to create the opportunities for 75,000 small businesses to grow through digital technology	77,331 small businesses have benefitted from Voom Fibre, joined our community or taken part in a Voom competition, workshop or tour stop.			
 More inclusive Nurture an engaged workforce which represents the diversity of our customers & communities	Increase percentage of women in the workplace across all levels	The overall percentage of women in our workplace remained the same, however as a result of proactive sourcing campaigns and female shortlist targeting we saw increased female representation across all our management and leadership populations.			
 Better products Improve the sustainability performance of every new customer product	Share product scorecard results for Hub 3.0 and V6 products	We launched our Hub 3.0 scorecard results in July 2017 and our V6 scorecard in January 2018 with positive results. We published the scorecard at the beginning of 2018 instead of 2017 to align with the V6 For Everyone campaign which launched in January 2018.			
	Evidence of the product scorecard being used in all 5 stages of product development (concept, design, procurement, build, distribution)	Our product scorecard has been turned into specific performance metrics for suppliers to work from and is being used to influence all stages of product development.			
 Lower impact Grow our business without increasing our carbon footprint	Grow our business without increasing our carbon footprint	We've reduced our carbon footprint by 8% (scope 1 & 2) compared to our 2014 baseline and achieved a 69% reduction (not including Ireland) in emissions per terabyte of data used on our network since 2014.			
	Maintain zero waste to landfill logistics supply chain and increase operational landfill avoidance	We've reduced office waste to landfill from 27% in 2016 to 15% in 2017 by working closely with our waste management partner.			

VIRGIN MEDIA IRELAND

Virgin Media is Ireland’s leading connected entertainment provider



Our 2017 performance includes Virgin Media Ireland for the first time

Virgin Media Ireland's sustainability strategy is built on the vision of using digital technology and connectivity to Make good things happen for customers and communities.

Virgin Media Ireland focus their sustainability activities around three areas

PROTECT – protecting and empowering children and their families to get the benefits of the digital world, while staying safe online. This goes beyond providing the best Parental Controls, to enabling employees to give Safer Internet Talks in local schools through a partnership with the National Parents Council.

EDUCATE – improving the prospects of young people in Ireland by giving them access to digital skills. This is built on a long-standing partnership with CoderDojo, the network of free computer programming clubs for young people, but now also includes several initiatives with Business in the Community.

ENGAGE – actively encouraging everyone at Virgin Media to take part in our Digital for Good volunteer programme. This provides a fully paid day off each year to volunteer with one of our partners in the digital and education spheres. That's a thousand days every year.

2017 Highlights

- Launched the 2017 Future Makers Awards during Europe Code Week, this is our fourth year supporting the Awards. They recognise young people who use their coding superpowers to bring about social change. One of the winners was Aoife Kearins, who developed Eye Opener, a device that prevents drivers from falling asleep at the wheel by warning them when their core body temperature drops. Another recent recipient Jeroen from Belgium, developed the 'Welcome Here' app that facilitates refugee integration in the community. The app provides a step by step checklist with key information they need to get started in a new country.
- Supported CoderDojo by introducing clubs in a number of primary schools across Ireland.
- Launched Voom Pitch – the biggest, most valuable pitching competition in Ireland, giving start-ups the chance to pitch to Sir Richard Branson and win a share of €1.2million in prizes.
- Donated €100,000 to the Lessons for Life Foundation, which provides scholarships and educational support to students, families and community members in Sub-Saharan Africa.



INTRO

STRATEGY

TRANSFORMING LIVES

BOOSTING BUSINESS

MORE INCLUSIVE

BETTER PRODUCTS

LOWER IMPACT

PLAN TO WIN IN 2020



TRANSFORMING LIVES

Our 2020 goal

**Transform the lives of disadvantaged
people through digital technology**



virginmedia.com/sustainability

Our Half Time Team Talk | Sustainability | July 2018

WHY WE'RE FOCUSING ON THIS

The internet and digital technology can be truly liberating for the most disadvantaged people in the UK. Disabled people are some of the most disadvantaged in Britain – they're roughly twice as likely to live in poverty as non-disabled adults. 25% of disabled adults have never used the internet, compared to 11% of non-disabled adults (ONS).

For the 14 million disabled people in the UK*, digital technology and access to the internet can be transformational – providing a voice, enabling people to live independently and unlocking access to education and work. That's why we want to use digital technology and connectivity to help take away the barriers that can stop disabled people having the same opportunities as everyone else.

Disabled people are being shut out of the workplace – they face a number of barriers which prevent them from gaining employment, including employers' attitudes, inflexible working hours and outdated HR policies. That's why building more inclusive workplaces is our new area of focus.

* DWP Family Resources Survey, 2016/17

HOW ARE WE MAKING IT HAPPEN?

We have evolved our partnership with Scope, which started in 2015, from a traditional 'National Charity Partnership' to something more substantial and strategic, with greater purpose which, can ultimately drive a bigger social impact.

In 2017, we finished two projects that reflect our older partnership model: Inspire Independence and Connect Families, leaving us room to refocus our ambition on

tackling disability employment and realise our goal of transforming lives of disabled people.

To ensure we drive real progress towards our goal, we have a steering committee in place for our partnership with Scope, with an an independent chair and Catherine Lynch, our Chief People Officer, is accountable for our Disability Action Plan.

WHAT'S NEXT?:



Supporting 1 million disabled people to get into and stay in work by the end of 2020. Together with Scope we are developing a new digital employment service delivered through Scope's digital channels.



Transforming the experience for our disabled customers and employees. We have a 3 year transformation action plan in place and have started to lay the foundations for this in 2017.



Celebrating and normalising disability. We are proud to become gold-tied sponsors of the British Paralympics Association and will use various brand activations to help shift attitudes towards disability.

HOW ARE WE DOING?

2017 target:
Inspire Independence – Provide 1,500 disabled people and their families with access to assistive technology (between July 2015 and July 2017)



Halftime score:

Together with Scope, we supported 1,117 disabled people and their families through recruiting an Assistive Technology (AT) team to deliver training on AT. Due to the specialist nature of the Assistive Technology roles, recruitment of the team was delayed while Scope recruited the suitable candidates, we therefore fell 26% short of our target. Despite this, the project has achieved positive outcomes for disabled people by increasing awareness of assistive technologies currently available and how they can be used to inspire independence. Scope continues to promote the role of Assistive Technology in championing everyday equality for disabled people.

2017 target:
Connect Families – support 250 families through digitally connecting parents of disabled children between July 2015 and July 2017



Halftime score:

We supported 120 families between July 2015 and July 2017. We missed our target because the demand for the pilot project was lower than we'd anticipated. The pilot had the aim to develop and trial a new product: enabling parents of disabled children to connect with other parents facing similar issues using Skype and by training online Befrienders. Ultimately the pilot increased access to emotional support in areas where Scope didn't have a presence. The low demand for this method of support meant that we were unable to take the Connect Families pilot any further. However, learnings from this project were integrated into Scope's new strategy – 'getting the Best Start in Life'.

2017 target:
Launch new partnership focus with Scope before the end of 2017 to transform the lives of disabled people through digital technology



Halftime score:

In September 2017, we launched #WorkWithMe – a focused call to action to tackle disability employment. We launched a big ambitious goal to support 1 million disabled people to get into and stay in work by the end of 2020. Using Scope's disability expertise and Virgin Media's digital knowhow we'll work together to break down the barriers disabled people face in the workplace. We know employment provides the answer to many of the challenges disabled people face and we'll be putting digital at the heart of the solution.



Key
How we did



Currently off track to achieve target by 2020 or greater than 5% away from target in 2017



On track to achieve target by 2020 or within 5% of target in 2017



Achieved target in 2017



BOOSTING BUSINESS

Our 2020 goal

**Create the opportunities for 100,000 small
businesses to grow through digital technology**

WHY WE'RE FOCUSING ON THIS

Small businesses already contribute 57%* of all private sector turnover in the UK.

We know that harnessing the power of digital technology can help unlock growth and generate more wealth. With the right support, small businesses will create jobs, contribute to local communities and help drive digital competitive advantage for the UK as a whole – research from Oxford Economics and Virgin Media Business found that the economy could receive a £92 billion boost if firms fully develop their digital potential, equivalent to 2.5% of GDP.

We want to enable small businesses to unleash their digital potential and drive business growth through inspiration, education and peer-to-peer support.



BUSINESS

HOW ARE WE MAKING IT HAPPEN?

Together with Virgin Media Business we have established an initiative called Voom to help entrepreneurs, business founders and managers to make expert connections, find peer-to-peer support and grab unique opportunities.

Over the years, Virgin Media Business has invested over £3million in prize funds to support small businesses across the country.

VOOM HAS THREE AREAS OF FOCUS:



Voom Regional Tour

Bringing business experts, previous competition winners and fellow entrepreneurs to communities around the country, providing expert advice and growing our Voom community along the way.



Voom Fibre

Now offering 350Mbps as standard for business broadband, allowing businesses of all sizes to unleash their potential. This is more than four times faster than equivalent speeds offered by rivals.



Voom Pitch Competitions

Providing the opportunity for entrepreneurs and more established small businesses to pitch their ideas to a panel of expert judges, increase their public awareness, make new connections, and be in with a chance to win money-can't-buy opportunities to help maximise business growth.

* Combined annual turnover of SMEs was £1.9 trillion.

Source: DBIS Business Population Estimates 2017

HOW ARE WE DOING?

2017 target:

Continue to create the opportunities for 75,000 small businesses to grow



Halftime score:

We created the opportunities for 77,331 small businesses to grow since 2015. This is measured by the number of Virgin Media Business' small business customers, Voom Pioneers, Voom competition applicants and tour participants.

We reached our goal this year through launching the first ever Voom tour – a regional visit of 22 communities with advice and expertise to help small business owners. We also launched Voom Fibre – a new superfast broadband offer to help small business to grow.



Key
How we did



Currently off track to achieve target by 2020 or greater than 5% away from target in 2017



On track to achieve target by 2020 or within 5% of target in 2017



Achieved target in 2017

2020 GAMEPLAN

WHAT'S NEXT?

By 2020 we will provide the connections, community and collaborative partners to help both small and large businesses to grow through technology. We'll achieve this by:

- **Continue to develop Voom as a business acceleration platform**
- **Making Voom bigger and better – more partners, more prizes, more opportunities to unleash digital potential**
- **Delivering social and economic impact through the opportunities we are creating for businesses**



MORE INCLUSIVE

Our 2020 goal

**Nurture an engaged workforce
which represents the diversity
of our customers & communities**

WHY WE'RE FOCUSING ON THIS

The business environment is evolving. In the future less attention will be focused on employee hours spent in corporate offices; less delineation will exist between the workplace and home; flexibility will be a necessity to attract, recruit and retain top talent; and innovation will be essential to survival and growth. Organisations cannot continue to do what they have to date: a different way of working and business environment is essential for organisational success.

Diversity of thought, background and experience is essential to drive business performance.

While the business case to create an engaged and diverse workforce is widely understood and accepted, there are many indicators which demonstrate that there is a lot more work to do. The findings of the gender pay gap, the low representation of females in senior positions, the low uptake of females entering science, technology, engineering and maths roles and the disability employment gap highlight the need to do more.

At Virgin Media we know that building an inclusive environment is essential to our growth. We also believe we have a pivotal role within our industry to drive improved gender balance and an increase in employment of disabled people.

HOW ARE WE MAKING IT HAPPEN?

This goal is overseen by our Ethics Committee which meets quarterly and is attended by functional leads from key business areas. Directors from our People and Corporate Affairs teams meet quarterly to review progress against plan.

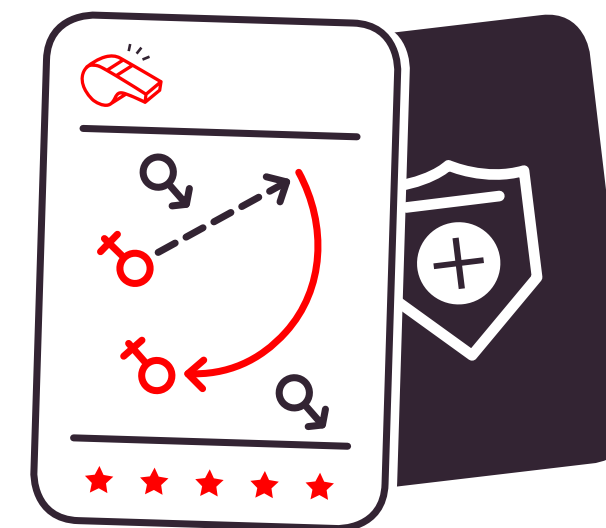
We have underpinning gender and disability action plans. Our gender plan includes the actions outlined in our Gender Pay Gap report.

TO DRIVE PROGRESS ON OUR GOAL, WE HAVE THREE AREAS OF FOCUS:



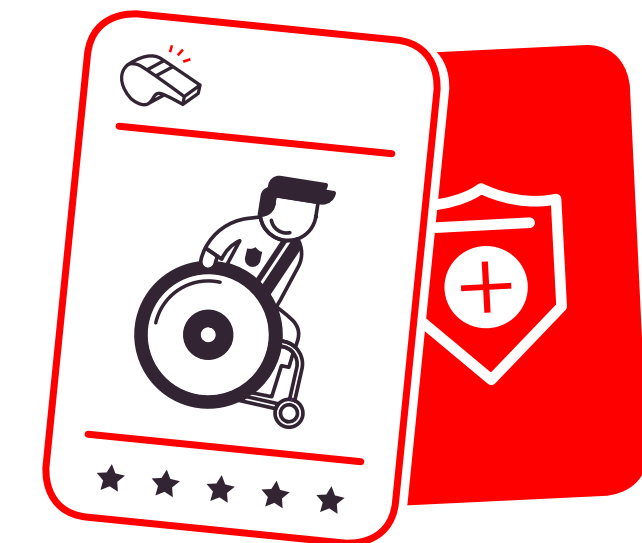
Attract and nurture the widest possible talent pool

Through utilising diverse talent channels and implementing our policy of having at least one female listed for every senior position vacancy to directly address bias and drive the creation of opportunities in traditionally male dominated areas of our business.



Equip and empower our leaders to own and drive inclusion

Through making inclusion a leadership behaviour which is supported through development, measurement and reward it is our intent to make inclusion part of all our employees everyday business.



Make inclusion a normal part of what we do and who we are

Our inclusion strategy is being driven by our Executive members and business leaders. We are changing our ways of working and complimenting this by making sure our physical work environments are accessible to all. Inclusion is part of everyone's remit.

HOW ARE WE DOING?

2017 target:
Increase percentage of women in the workplace across all levels.



Halftime score:

The overall percentage of women in our workplace remained the same, however as a result of proactive sourcing campaigns and female shortlist targeting we saw increased female representation across all our management and leadership populations. Our executive shortlists averaged 40% female. At lower job levels our 2017 vacancies required technical profiles and were challenging to fill which impacted our overall gender balance.

To address this in the future, in 2017 we refocused our inclusion plan and spent time laying the longer term groundwork to create a more evenly balanced workforce across all job areas and levels and to build a pipeline of sustainable female talent, particularly in STEM areas.

Our plan enables us to activate a programme of activities designed to cultivate an environment where women can thrive, establish new markets/channels

and equip our leaders with the skills and confidence to attract, find and retain female talent. Some examples of output from the revised plan in 2017 included a successfully targeted campaign to attract women into field tech roles, introduction of female shortlisting, screening of adverts for unconscious bias, designing new Leadership and Management development modules to help managers develop cultural awareness.

In addition to our focus on gender balance, we undertook an independent review of our disabled employee and customer practices. Following this, we launched a disability action plan and communicated a line manager’s guide to over 1,800 line managers. To compliment this we introduced a programme to heighten disability awareness encouraging disability confidence across the organisation. This focus underpins our activity with Scope.

2020 GAMEPLAN

WHAT’S NEXT?

By 2020 we will have;

- Created a more inclusive culture which looks, feels and is experienced by all employees
- Mapped and created clear career routes to join Virgin Media and removed barriers for new talent pools, including implementing a workplace adjustments process that attracts, recruits and retains disabled people
- Provided the policies, tools and systems that enable and underpin inclusive practices

Key
How we did



Currently off track to achieve target by 2020 or greater than 5% away from target in 2017



On track to achieve target by 2020 or within 5% of target in 2017



Achieved target in 2017



BETTER PRODUCTS

Our 2020 goal:
**Improve the sustainability performance
of every new customer product**

WHY WE'RE FOCUSING ON THIS

The production, use and disposal of electrical products touches on many global environmental and social issues – greenhouse gas emissions from energy consumption, resource depletion, the treatment of workers in the supply chain and the safe disposal, recycling or reuse of waste electrical products when customers no longer need them. The impact of electrical products can outweigh the direct operational impacts of a business. While one product in a home may not seem to make a big difference, across millions of customers, this adds up to a huge impact.

At Virgin Media, we want our products to have an environmental and social story we can all be proud of. Looking at the sustainability performance of our products as a whole and in comparison to our previous products enables us to take a more measured approach to our product development.

HOW ARE WE MAKING IT HAPPEN?

Following the creation of our product scorecard, we are actively working with our product suppliers to identify opportunities to improve the environmental and social impacts of new products as they are being developed. This includes energy efficiency, the amount of materials used, recycled content and recyclability, minimising packaging and ensuring the product follows accessibility guidelines.



Ensuring our products follows accessibility guidelines.

Following changes to our Executive Committee we are agreeing a new sponsor for this goal. The Directors responsible for our products are regularly updated on the product scorecard. The Sustainability team work with the Liberty Global Corporate Responsibility team to drive accountability with the Liberty Global product owners who drive the product development process on behalf of the local markets.



Improving the environmental and social impacts of new products.

HOW ARE WE DOING?

2017 target:
Share product scorecard results for Hub 3.0 and V6 products



Halftime score:

We launched our first product scorecard results for the Hub 3.0 in July 2017 followed by the V6 box scorecard in January 2018. We published the scorecard at the beginning of 2018 instead of 2017 to align with the launch of the V6 For Everyone campaign which launched in January 2018. We were able to demonstrate improvements in the environment performance of both products, compared to their respective predecessors.

2017 target:
Evidence of the product scorecard being used in all 5 stages of product development (concept, design, procurement, build, distribution)



Halftime score:

Our product scorecard is being used to influence all stages of product development. The scorecard criteria are used to set general principles for the improvement of environmental and social performance when first engaging with suppliers. It is then turned into specific performance metrics for suppliers to work with when presenting proposals. These metrics are measured throughout the development process.

2020 GAMEPLAN

WHAT'S NEXT?

Our aim is for social and environmental performance to be a fundamental part of the way our products are developed, resulting in demonstrable reductions in environmental and social impact every time we launch a new product. This should tell a story about the whole product, across the whole lifecycle, and identify opportunities for innovation that impacts the industry, not just Virgin Media.

Key
How we did



Currently off track to achieve target by 2020 or greater than 5% away from target in 2017



On track to achieve target by 2020 or within 5% of target in 2017



Achieved target in 2017



LOWER IMPACT

Our 2020 goal

**Grow our business without increasing
our carbon footprint**

WHY WE'RE FOCUSING ON THIS

Business will play a vital role in the delivery of the UK's climate change commitments under the Climate Change Act 2008 and the UK Government's recently launched 25 year environmental plan. In addition to the global challenge of climate change, there is increasing focus on how society can best move to a more circular economy, with the impact of plastic waste on our natural environment becoming a national focus in recent months.

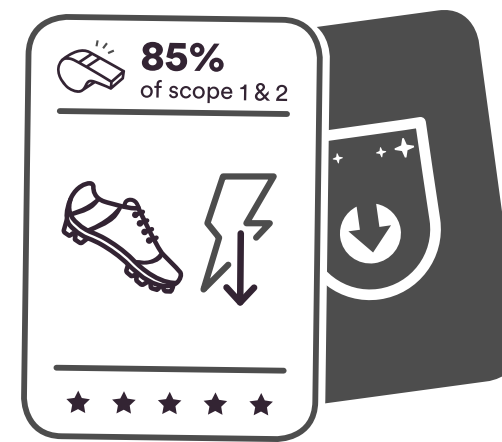
Virgin Media has a large and growing footprint across the UK. In 2015 we launched the biggest investment in new broadband infrastructure for more than a decade. We plan to increase the number of homes and businesses to which Virgin Media can offer its ultrafast broadband services to up to 17 million premises. For every kilowatt hour we use in our technical sites, litres of fuel we consume in our fleet and every tonne of waste we send to landfill, we're contributing to the UK's greenhouse gas emissions and waste challenges.

The more we can grow our business while minimising energy, fuel and waste, the more cost efficient we can be while also positively contributing to the UK's carbon and waste targets.

HOW ARE WE MAKING IT HAPPEN?

This goal is overseen by our Sustainable Operations Subcommittee which is chaired by the Vice President of Technical Site Strategy and attended by functional leads for Property and Facilities and Sustainability.

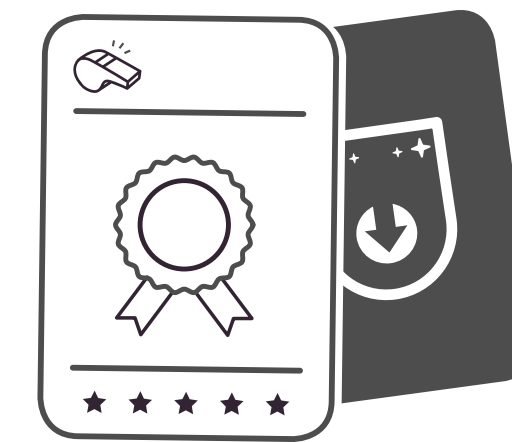
OUR PLAN IS FOCUSED ON FOUR KEY AREAS:



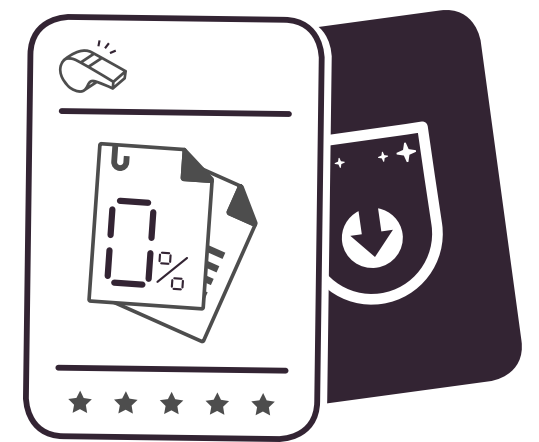
Reducing energy demand in our technical estate, which accounts for over 85% of our scope 1 and 2 footprint, through investment in our OREO (Overall Room Energy Optimisation) programme and utilising newer, more efficient equipment.



Reducing vehicle fuel consumption through driver monitoring software and purchasing more efficient vans.



Instilling good environmental management principles across our estate through the continued rollout of our ISO14001 certified Environmental Management System.



Working towards zero office waste to landfill and cutting out single-use plastic waste.

HOW ARE WE DOING?

2017 target:
Grow our business without increasing our carbon footprint



Halftime score:

We’ve reduced our carbon footprint by 8% in the UK and Ireland compared to our 2014 baseline (scope 1 & 2) compared to 2014 baseline, by introducing new more efficient technologies, technical site upgrades, removing older equipment and energy optimisation at our technical facilities. This means that we are avoiding an increase in energy despite significant growth in network and data demands.

This is also shown by the 69% reduction (not including Ireland) in emissions per terabyte (TB) of data used on our network since 2014.

Despite a 2% increase in absolute emissions (2016 – 2017), due to the addition of TV3 in Ireland and increased service and install demands on our fleet, we expect to reach our 2020 goal.

2017 target:
Maintain zero waste to landfill logistics supply chain and progress towards zero waste to landfill in our offices



Halftime score:

We’ve reduced office waste to landfill from 27% in 2016 to 15% in 2017 through our waste management partner diverting waste away from landfill to energy from waste facilities, and ensuring all our sites where we have people permanently based, including part-technical sites, have mixed recycling bins onsite.

We maintained a zero waste to landfill logistics supply chain – which covers the return of old Virgin Media electrical kit and waste produced by our field operations. In addition, working in partnership with our logistics partner Kuehne+Nagel, we continue to focus on reducing waste and vehicle impacts. In 2017, we reused 730,000 and recycled 1.2 million items of kit from customers homes and are reusing 91% of HDMI leads, 70% power supply units and 32% of remote controls returned to us.

2020 GAMEPLAN

WHAT’S NEXT?

By 2020 we aim to have grown our network further without increasing our scope 1 and 2 carbon footprint compared to our 2014 baseline. To deliver this we must continue to find new ways to power and cool our network with lower energy demand and for our fleet, make the most of more efficient logistics methods and enable more customers to resolve issues online to minimise vehicle journeys.

In addition, we aim to deliver a step change in the way we use and manage waste across the business, building on the success we have had in our zero waste to landfill logistics supply chain. This means taking big steps to cut out the most common waste streams across our offices, especially single use plastic.

Key

How we did

Currently off track to achieve target by 2020 or greater than 5% away from target in 2017

On track to achieve target by 2020 or within 5% of target in 2017

Achieved target in 2017

OUR PLAN TO WIN IN 2020

2018 (YEAR 4)



Transforming lives:

- 100,000 disabled people access online disability employment content
- 500 disabled people engaged in Scope's Support to Work 12 week employability programme



Boosting business:

- Create opportunities for 90,000 small businesses to grow in the UK and Ireland economy
- Continuing to grow and develop the Voom Community by extending the Voom Tour to offer both physical and digital events and activities



More inclusive:

- Make progress towards 50:50 gender balance across organisation (increase on 30%)
- Achieve Level 3 in the Disability Confident scheme



Better products:

- Product scorecard results published externally for new products
- Reductions achieved in energy, material use and packaging



Lower impact:

- Grow our business without increasing our carbon footprint
- Maintain a zero waste to landfill logistics supply chain and increase office landfill diversion
- Develop a plan to reduce plastic waste across our business

2019 (YEAR 5)

Transforming lives*:

- 500,000 disabled people access online disability employment content
- 1,500 disabled people engaged in Scope's Support to Work 12 week employability programme

Boosting business:

- Create opportunities for 100,000 small businesses to grow in the UK and Ireland economy
- Carry out research that shows the economic and social impact of providing digital services to small businesses across the UK and Ireland

More inclusive:

- On track to achieve 50:50 gender balance by 2025. 40% female by end of 2020
- Demonstrable improvements in the employment, retention and development of disabled people

Better products:

- Any new customer product to be more sustainable, as measured by the product scorecard, with demonstrable reductions in environmental and social impact

Lower impact:

- Grow our business without increasing our carbon footprint
- Zero waste to landfill (office and logistics supply chain)

*As we refocused our Transforming Lives goal in 2017, we will continue to measure the impact of this goal until the end of 2020. All other goals will finish at the end of 2019.

OUR 2020 GOALS



Transforming lives

1 million disabled people have the skills and confidence to get into and stay in work by the end of 2020



Boosting business

Create the opportunities for 100,000 small businesses to grow through digital



More inclusive

Nurture an engaged workforce which represents the diversity of our customers and communities



Better products

Improve the sustainability performance of every new customer product



Lower impact

Grow our business without increasing our carbon footprint



BACK TO THE GAME

We're rallying our team to get behind our 5 in 5 plan and making it easy for everyone to get involved.

If you work for Virgin Media, go to Home to find out more.



2017 Sustainability performance

[virginmedia.com/sustainability](https://www.virginmedia.com/sustainability)

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